



Our Strategic Plan

2022 - 2025

**The Strategic Plan for enhanced
collaboration and the growth of
Bowls in South Australia**

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BOWLS
SA

Our Strategic Plan

2022 - 2025

Connecting more people to bowls in more ways more often.

This strategic plan provides the blueprint for how Bowls South Australia will collaborate with our member clubs and other key partners to achieve our vision and purpose.

Our vision for bowls in SA:

For all South Australians to connect with bowls during their lifetime.

Bowls South Australia's purpose:

To future proof bowls in South Australia by empowering our member clubs to connect more people to bowls in more ways, more often.

Our positioning:

Strong clubs = strong future. We recognise that strong clubs are the key to the positive future of bowls in South Australia.

Our values:

Our shared values define our character and guide how we behave when it matters most as we work together to do what is best for the future of bowls.

Care:

We passionately care about the future of bowls and all our member clubs.

Accountability:

We do what we say we will do, when we say we will do it.

Respect:

We value all stakeholders within the bowls community and what they can bring to the future of our sport.

Excellence:

We embrace change, have a growth mindset and strive to be better tomorrow than we are today.

What is most important to us: Our strategic priorities



Our practices for the future

Governance & operating models:

Our governance, leadership, financial and operating models are strongly positioned to support our organisation's future.

Insights:

We collect, analyse and share high quality information in order to make evidence-based decisions for the future of bowls in South Australia.

Communication:

We regularly and honestly communicate with all current and potential members of the South Australian bowls community.

People & culture:

We attract, develop, support and retain the people and partnerships needed to effectively deliver our Strategic Plan.

Imagination:

As a bowls community we are committed to innovation and new ideas, transforming the way people connect with bowls in positive ways.

Technology:

We embrace new technologies and systems to deliver improved services and support to the South Australian bowls community.

What is our Strategic Plan?

Our purpose is to future proof bowls in South Australia by empowering our member clubs to connect more people to bowls, in more ways, more often.

Our 2022-2025 Strategic Plan has been developed to:

- Provide clarity of purpose to BSA (Board, committees and staff) and to our member clubs
- Build trust amongst all elements of the current and future bowls community
- Maximise the relevance, visibility, and impact of bowls within the SA sporting sector and broader SA community
- Enhance collaboration and growth within the South Australian bowls community
- Ensure BSA and our member clubs are focused on what is most important to our current and future sustainability and success
- Support the future capability and sustainability of our member clubs

A snapshot of what success will look like:

- Levels of trust and cooperation between clubs and BSA is at an all-time high
- BSA membership is viewed widely throughout the South Australian bowls community as a sub-set of participation, not the other way around
- More South Australians know what bowls is in its various forms, what it can offer them, and where and how they can get involved
- More people are connecting with clubs and with bowls, as members, players, coaches, officials, volunteers, patrons, spectators, viewers of live events, consumers of digital content, commercial partners and community partners
- More bowls clubs are operating sustainable business models
- More clubs are delivering social and modified game / competition formats to more people
- BSA is investing more into clubs
- New and improved BSA events are connecting more people with clubs, BSA and the sport
- BSA providing more support to clubs and regions to enhance the experience and grow the game

The future of bowls is not what is used to be

The rapidly changing and dynamic nature of the Australian sport and active recreation landscape means the sustained success of bowls and its delivery system in SA (clubs, associations, BSA and others), is far from assured.

BSA holds the view that we and our member clubs cannot stand still, nor can we continue to operate as we have done in the past, into the future. Change is a must!

Despite the challenges we face, we are taking an 'opportunity focused approach' to how we plan for the future of bowls in South Australia. As we deliver this strategic plan, BSA and member clubs will need to make some tough decisions...

Together, we will do what is best for the future of bowls in South Australia - always!

Our aligned planning framework

In 2022, Bowls Australia (BA) and their State and Territory Associations (STAs) worked together to develop an aligned 2022-2025 strategic planning framework.

This approach sees STA and BA Strategic Plans aligning in timeframes (2022-2025) and in areas of mutual priority, whilst also ensuring local needs are prioritised, as required.

We're committed to fulfilling our roles and responsibilities within the Australian bowls landscape to our best abilities.

We are now looking forward to working with our member clubs to maximise how this strategic plan aligns with their own plans.

We believe in our purpose and values, together with the strategic priorities and projects identified in this plan.

Now it's time to deliver – it's time to future proof bowls in South Australia by: empowering our member clubs to connect more people to bowls, in more ways, more often.

What is most important to us

See it

We will elevate bowls to a new place of prominence, increasing participation and connecting more people to bowls.

Success indicators:

- Increased digital content metrics annually
- Our digital / technology systems allow us to efficiently engage with all elements of the South Australian bowls community (current and potential); and for them to engage with us
- Accurate participation and membership data is used to promote the sport and its community impact in South Australia; and to secure increased government and non-government revenue
- Greater levels of diversity in all elements of the South Australian bowls community – i.e. participation, membership, boards and committees, coaches, officials and staff

Strategic projects and actions:

- Develop and implement a BSA Marketing and Communications Plan (inclusive of a Brand Strategy and Live Streaming Strategy)
- Undertake evidence-based, psychographic segmentation research to identify key market segments and their participation motivations; and shared this with all clubs
- Activate a bowls in South Australia Community Impact Study

National projects:

- National Membership and Participation QR Code Project in SA
- National Diversity and Inclusion Strategy
- National Digital Strategy

Play it

We will see more people throughout South Australia playing and enjoying bowls in more ways more often.

Success indicators:

- Retention: More people continuing to play, coach and officiate bowls in South Australia
- Recruitment: More first time players, coaches and officials in South Australia
- Growth in player and participation numbers, across all market segments and geographic regions
- Increased participation in BSA events
- More clubs offering contemporary social and recreational bowls offerings to more people
- More players, coaches and officials progressing through a clearly articulated BSA talent pathway, into BSA and BA high performance programs
- Achievement of national event performance result targets annually

Strategic projects and actions:

- Develop a Coach and Official Strategy to better resource the attraction, retention and development of coaches and officials at all levels
- Develop and implement a Social Bowls Strategy
- Initiate a review of BSA Talent Development and High Performance Pathways (players, coaches and officials) and develop a BSA Performance Strategy to implement endorsed recommendations
- Review the Game and Season Format in South Australia to enhance opportunities for participation at all levels
- Review BSA events to ensure quality offerings for all our target markets

National projects:

- National Women in Bowls Strategy
- National Game Format and Participation
- Products Review

What is most important to us

Support it

We will tailor our support to clubs to empower them to enhance the experience and grow the game of bowls.

Success indicators:

- Improvement in Net Promoter Score for BSA amongst the South Australian bowls community annually
- More clubs and individuals accessing quality BSA / BA resources and training, designed to support clubs to enhance their operations and grow bowls
- All communities in South Australia with current access to bowls retain access to bowls
- More clubs aware of and applying for government funding to support their operations
- More clubs with sustainable and diversified business models in place

Strategic projects and actions:

- Develop and implement a comprehensive Club Development Strategy designed to guide BSA club support investment and activities
- Delivery of biennial Club Administrator Summits to provide information, training and inspiration to clubs and to connect club committees with each other and with BSA

National projects:

- BA Environmental Sustainability Strategy

Our practices for the future

Success indicators:

- More clubs using strategic plans, which align with the BSA strategic plan, where beneficial, to guide their operations
- BSA meets all Sport Australia Governance Standards
- Increased and diversified revenue streams are sourced to ease our reliance on membership fees
- Delivery of results against a long-term BSA financial plan
- Best practice BSA risk management practices are in place to safeguard BSA and the sport
- BSA achievements against our strategic plan
- The BSA staff structure directly aligns with the effective and efficient achievement of this strategic plan (strategy – structure – people)
- BSA accessing National (shared) Services initiatives which make life better for BSA and clubs

Strategic projects and actions:

- Connect with BSA all other STAs to identify areas of aligned strategic priority and how BSA can work with other key elements of the bowls community in areas of mutual benefit
- Implement all endorsed recommendations from the 2021 BSA Review
- Assess BSA governance structures and systems against the current Sport Australia - Sport Governance Standards and make all necessary improvements
- Activate a BSA and Clubs Aligned Strategic Planning Framework (as part of the BSA Club Development Strategy)
- Activate annual BSA staff culture surveys
- Maintain a BSA Risk Management Policy and Register
- Undertake a review of the BSA staff structure and implement all endorsed recommendations

National projects:

- National Digital Strategy

Our commitment to this plan

This strategic plan will be delivered by living our values and working together as one Bowls community.

BSA's operations between 2022 and 2025 will be guided by this document – used by staff, monitored by the board and formally reviewed annually. Importantly, BSA will develop annual operational / business plans, which incorporate financial allocations for each strategic project being implemented during the relevant 12-month period.

In addition to our business as usual activities, we will successfully complete our projects in a timely manner, to the highest possible standard, and ensure the financial management of BSA remains sound at all times.

Between 2022 and 2025 we will use a range of internal and external measurements to monitor our progress against the success indicators within this plan. In particular, we will monitor the number, and diversity of people engaging in all forms of bowls, focusing on how, when, where, how often and why they participate and/or connect with bowls and clubs.

We will also measure satisfaction levels across a range of areas, including BSA events; coach, official, administrator and volunteer development programs and resources; staff and director satisfaction; as well as commercial and government partners' satisfaction, to ensure we do what we say we will do and that we're doing it well.

We will concentrate on our commercial success, ensuring the ongoing financial sustainability of BSA, which will allow us to put more back into the sport.

The sustained success of South Australian bowlers and teams in national events; increased participation in new and innovative participation products and events; and greater connection with our clubs, will all help us achieve our strategic objectives, and in doing so, to achieve our purpose...

To future proof Bowls in South Australia by:

Empowering our member clubs to connect with more people, in more ways, more often.





Thank you

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